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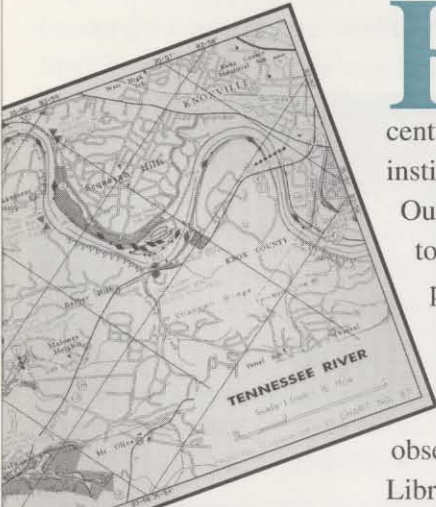
UTK Library Record

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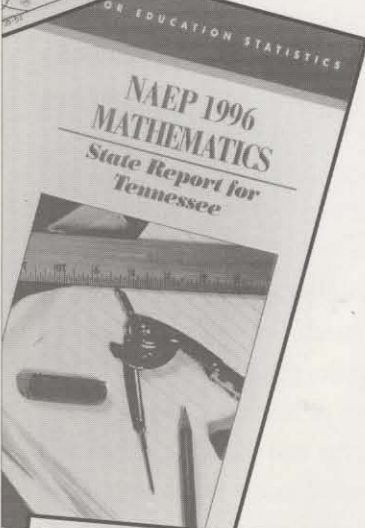
Annual Report of the University of Tennessee, Knoxville Libraries 1996-1997

“Information exploration should be a joyous experience.”

Ben Schneiderman, Head, Human-Computer Interaction Laboratory, University of Maryland



HOW DOES ONE TAKE THE MEASURE at the end of the twentieth century of a rich and diverse cultural institution like a large academic library? Our tools of library measurement tend to be derived from former times when, perhaps, the number of volumes which sat on the library's shelves was a surrogate measure of the institution's excellence. Close observation of a year-in-the-life of the Libraries of the University of Tennessee Knoxville would only confound attempts to use simple measurements of any stripe to determine a level of success.



A musicologist working on Celtic prosody, a film studies class tracing the development of the myths of the American Frontier, dormitory residents seeking a place where they might be able to study in the evening hours, students in rural economics in need of cartographic data about Tennessee rivers, thousands of campus and non-campus Internet users looking for a friendly access point to the vast riches of the cyberworld, self-starting entrepreneurs in need of market information, a graduate student studying original documents related to the end of World War II, people with disabilities who need adaptive technology or other

assistance to conduct their information work, citizens requiring community data in government documents or unusual maps, veterinarians from the teaching hospital who need specific pharmaceutical information, people who come to lectures and other public programs sponsored by or held in library facilities, professors who need materials held only by distant institutions.... All these and literally thousands more library users with diverse needs would have differing views and measurements of the Libraries. In short it is impossible to determine the full impact of the Libraries on its communities—local, state, and national; but it is the users, their satisfaction, and their success in finding, thoroughly and promptly, the information they need that is the final success.

In that sense the following report does not measure so much as it attempts to portray the kind and quality of accomplishment that marked the Libraries' fiscal year 1996-97. It does not claim to be a comprehensive catalog of activities but rather a sampler, conveying the variety of undertakings that are part of modern library life and stressing the most singular accomplishments at UTK in trying to meet users' needs within the constraints of the reality of budgets.



Change and efficiency

Every unit, librarian, and staff member was faced in the year with an exigency of multitudinous, urgent change—to achieve greater efficiency or to meet new demands. Early in the year the Libraries' non-acquisitions budget suffered a five percent reduction; drastic curtailments in services were avoided, however, when the University administration managed to cover a \$250,000 shortfall in the serials budget. In the face of scarce financial resources, evaluation and planning became a concern throughout the Libraries even more than is usually the case. In addition to the annual cycle of planning and budgeting, a "functional review," precipitated by the year's University-wide budgetary crisis, scrutinized every corner of library operations, resources, and services with an eye to squeezing the greatest productivity feasible in keeping with established priorities. Library hours and some

activities were curtailed; seven full-time positions were frozen; many innovative switches, swaps, and modifications were made in personnel deployment; and, sadly, serious cutbacks (\$100,000) in student staffing were necessary.

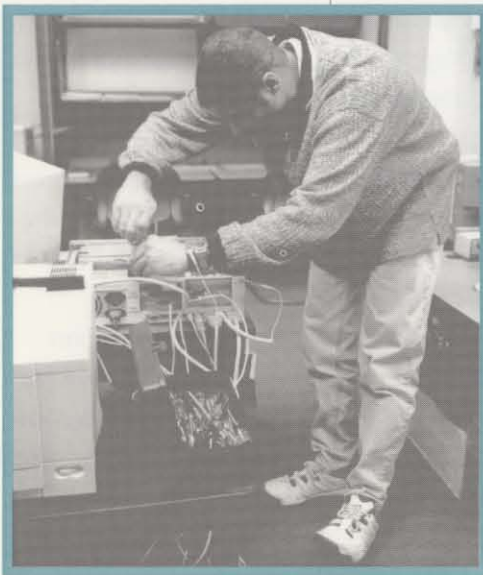
The division of labor, or who does what, received the most attention, which resulted in many of the changes noted above. Also a policy of decentralizing

computer support was instituted, pushing technical expertise from a concentration in one team to teams throughout the Libraries. In some cases teams hired staff

with specific computer expertise to fill vacant positions; and all teams were asked to designate specific staff members to become "technical representatives," who would be trained to provide "first line" assistance with the installation and maintenance of computer hardware and software where feasible. In another major organizational change, Reference and Collection Development and Management librarians merged responsibility for the Libraries information resources.



A sign of the times: realignment of teams sometimes outpaced our ability to name new departments.



Anthony Smith, "technical representative" for the Circulation team, tackles a hardware problem.

Most alterations and shifts resulted from reorganization of work or realignment of teams in behalf of economies; others, however, anticipated huge changes slated to occur in the following year: namely, a long-awaited, new automated catalog system, made possible by additional funds from the University, and the re-introduction of a storage facility because of inadequate shelf space. In fact, the end of the fiscal year was marked by intensive work, illustrative of the entire year's character, on these two major projects. The first was the culminating, years-long, intensive work of planning for and shaping a totally new catalog system for the Libraries, due to be launched early next

year. The new system will affect every aspect of the Libraries' services and internal operations. The importance of careful preparation and training, while monitoring and critiquing the system's features and functions as they were being developed, was thoroughly acknowledged throughout the Libraries—by one and all, top-down, and side-to-side.

The second special effort was a major materials-relocation project that required transferring volumes from the Pendergrass Agriculture-Veterinary Medicine Library, the DeVine Music Library, and Hodges Library to a space in Hoskins Library. The preparation of the space targeted for the storage, the identification of the volumes to be moved, the actual moving of the materials, and the proper arrangement of them in a single sequence in their new location involved extensive cross-team cooperation and concerted effort. To the credit of everyone who worked on the large-scale project, only one mishap occurred: the collapse of heavily loaded and poorly braced stacks containing



theses in Archives. Luckily there was no injury to staff and little damage to materials associated with the incident. The project was completed successfully, making service of the collection a priority for the new year!

Yet with all these changes and the preparations for even more changes, the delivery of basic services to library users continued unabated and largely without even slight disruption to users—something for which every library staff member can be proud. A concomitant phenomenon of change on such a scale must be adequate training. Both through programs offered in-house by the training coordinator's office and that provided extramurally [e.g., vendor-supplied training for the new automation system; workshops in remote locations; travel and conference attendance for staff and faculty development] the Libraries' faculty and staff received hours of important skills development, enhancement, and updating. If 1996-97 was the "year of change," it was also "the year of training."

For the sake of reports, a cross-section of the Libraries' activities is taken—in this case a year's worth of

The Libraries and UT's Graduate Student Association sponsored the fifth annual "Fun Run" in March 1997. UT Men's Athletics matched money raised, dollar-for-dollar. GSA officers Adam Hofeler and Dawn Duncan (left) and Gus Manning of Men's Athletics (right) present Dean of Libraries Paula Kaufman with a check that will fund serials subscriptions for the Libraries.



A yearly awards celebration recognizes the talents and contributions of staff. Here Thang Nguyen accepts the "Dean's Award" from Dean of Libraries Paula Kaufman.

effort is examined. The reality of effort is, by contrast, a continuum. The challenges of last year will likely reoccur in the next in some form, to some degree. Certainly, what is often termed the “serials crisis” will be back; for there is no simple solution to the rising costs of acquiring information needed for research and scholarship. The changes that are occurring globally in scholarly communication will remain [perhaps the number one] challenge UTK Libraries and many others face next year and for many years yet to come. Both additional resources and changes in the scholarly apparatus are likely to be required.

Accomplishment markers

Not every Libraries effort can be recounted nor each accomplishment lauded here, but day-in, day-out dedicated, motivated faculty and staff went about the business of making the Libraries, the huge and complex organization that it is, work—and work well.

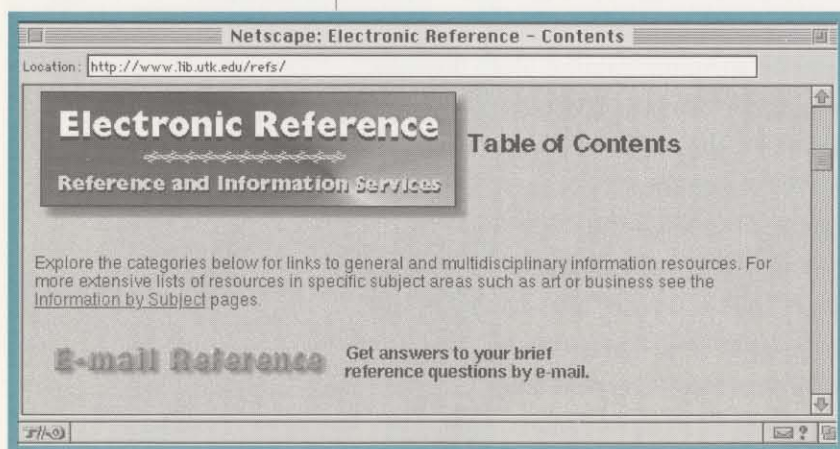


David Gose works to conserve damaged or deteriorated library materials—mending, strengthening, protecting them from further harm—whenever possible.

- Preservation and conservation activity occurred in various corners of the Libraries. To extend the life of materials 23,486 volumes were bound at a commercial bindery and over 2,300 individual conservation actions were taken. And the year saw the implementation of facsimile “preservation” photo-duplication of titles selected according to specific criteria.

- Electronic reference service was begun, adding an important interactive component to other electronic, Web-based services. The team’s electronic reference page is a much-utilized resource for the Libraries’ users, in-house or virtual. With the wiring of campus dormitories and the increase in capacity of the dial-in modem pools, the numbers of remote users of information resources provided by the Libraries is likely to increase even more.

- In Audiovisual Services use was up from the previous year’s level by over seven percent, with the demand for hands-on (instructor-controlled) video presentations showing the greatest increase. And this third year of out-of-building video



The glimpses from across the Libraries’ teams and units that follow are intended to give an impression of the course of the year’s work. Additionally accompanying sidebars further elaborate the Libraries’ story.

circulation saw an increase of 30 percent in that category of use. The way audio-visual materials are used in instruction is changing dramatically from a decade ago, when the Hodges Audiovisual unit was created.

- Interlibrary Services introduced a new Web version of the ILS request form resulting in nearly 60 percent of all borrowing requests' being sent electronically. And the use of Ariel, an Internet-based transmission capability to expedite borrowing and lending photocopy delivery, continued to grow as well.

- Library Express, the Libraries' document delivery service for faculty and graduate students with offices, increased its activity by 25 percent. An acclaimed service on a large, spread-out campus with inadequate parking for library users, Library Express grows in the number of deliveries made and a proportional popularity. The assistance the program renders busy or remote faculty and graduate students goes a long way toward making the Libraries "user friendly."

- Reference and Collection Development and Management staff, all subject librarians, and campus faculty together reviewed serials holdings and canceled 767 titles at a savings of \$346,100 in an effort to curb ever-rising serials expenditures. But also during the year 150 new titles were added to our holdings to enhance our collection of needed information held locally. Enormous amounts of energy were expended on the project, and not without commensurate anxiety in all quarters. The need for a similarly large effort for 1997-98 was averted at year's end by the inflow of additional funds from the University. The UTK Libraries like all large libraries continues to struggle with the enduring problem of rising costs in maintaining appropriate depth and breadth of serial literature for users whether through on-the-self holdings or access to remote repositories.

- A thorough self-study coupled with a site visit by a team of external library directors and local faculty

Serials

New titles added	150
Titles canceled	767
Savings	\$346,100

Acquisitions

BUDGET CATEGORY	EXPENDITURES FY96	CHANGE FROM FY95
Monographs	\$1,090,931.30	(+1%)
Serials	2,951,948.60	(-2%)
Total materials expenditures	\$4,042,879.90	(-1%)
Access services	33,209.20	(-23%)
Binding	148,795.17	(+20%)
Total	\$4,224,884.27	(-1%)
Endowed funds	323,246.83	(+45%)
Grand total	\$4,548,131.10	(+2%)

resulted in the Libraries' "Program Review," as required by the Office of the Vice Chancellor for Academic Affairs.

- Off-campus services were significantly expanded in 1996-97 in an effort to meet the curriculum-based information needs of rising numbers of students involved in varied off-campus and distance-education programs of the University. All indications are that this will become an even

more important area of the University's focus and, therefore, the Libraries'.

- The Libraries managed, even in a lean year, to place orders for 28,810 individual items thanks to the additional resources available from endowment funds. Total expenditures for materials, both monographs and serials, amounted to over four million dollars with some \$323,000 coming from restricted (endowment) funds.

The UTK Libraries in context

In the late 1990s one might paraphrase John Donne's well-known line about interdependence by saying that no library is an island entire unto itself. One thing becomes quite clear to anyone studying the way large libraries operate today: the world of books and information is one huge interconnected enterprise and no one institution has enough resources to "go it alone." Resource sharing and interdependence are the hallmark of successful libraries at the end of the twentieth century.

Cooperation and alliances mark the UTK Libraries' relationships with other

libraries. Examples are a partnership with the Knox County Public Library that includes cooperative collection development in the area of fiction; the Information Alliance with the University of Kentucky; and preliminary planning for the creation of a virtual catalog of the holdings of the UTK Libraries, of Vanderbilt University Library, and the University of Kentucky Library. The Libraries continue also to be a leading member of TENN-SHARE, the state consortium of 89 institutions formed for resource sharing. And librarians and the Libraries maintain numerous memberships in regional and national organizations that promote and encourage cooperation and common approaches to the provision of information services to users. Support for supra-library organizations such as the Center for Library Resources and the Digital Library Federation is both a commitment and contribution in the national library and information service arena as well as a means to achieve certain rewards that enhance the Libraries' capabilities.

While such agreements and patterns enable the Libraries to fulfill its mission, such activity also extends its influence far beyond what was possible only a few years back. So how far does the influence of the Libraries reach? one might ask.

No longer confined to a building or the books on the shelves, today's Libraries activity intersects not only with local users and constituencies but also with individuals and communities on a literally global scale. With information about the UTK Libraries on the Web and resources provided by the Libraries through such technology, the entire world has access to at least parts of the Libraries. The current extent of interlocking and symbiotic information structures and technology make it difficult to draw



UTK's "smart classroom" allows Margaret Casado to interact with students in distance education programs across Tennessee.

the boundaries of a primary users base, for instance, or for the ever widening constituency circles.

In recognition of these post-modern complexities, the Libraries work in consort with numerous, varied programs and organizations to reach out to communities and to gain benefits from participation in larger information and cultural enterprises. In the past year, proposals for grants were submitted to varied agencies proposing to do such things as (1) catalog and microfilm all the backfiles of Tennessee newspapers, (2) digitize and make available over the Web photographic images of the Great Smoky Mountains, and (3) sponsor the training of a delegation of Slovakian librarians so that the concept of the free flow of information might strengthen democratic institutions in the Slovak Republic. And for several months last year, the Libraries had a visiting Russian librarian-scholar from Moscow in the person of Elena Kozlova, working alongside librarians in various teams.

A local extension of library expertise to the immediate community is the participation of a librarian in each of three years' continuance of the Scholars in the Schools program, that originated in the College of Arts and Sciences. The selected librarian spends one day per week in a designated school of the Knox County School system. The UTK Libraries' Friends organization is another form of "connecting" to the local community. While it is a group of people who share a commitment to support the Libraries, it also extends the Libraries' influence into the area through its lecture series and other activities. And in the past year the UTK Library Friends and the Friends of the Knox County Public Library began to cooperate for their mutual benefit.

The Electronic Academy

The Libraries' first Electronic Academy, September 17-19, 1996, brought together faculty, librarians, editors of electronic journals, and national experts to explore the ramifications of the rapidly changing environment of academic publishing in electronic form.



*In a time of drastic
change, it is the
learners who survive.
The learned find
themselves fully
equipped to live in
a world that no
longer exists.*

Eric Hoffer

The key words in libraries and librarianship currently are also represented in this report: change, training, information technology, resource sharing and cooperation, innovation, user satisfaction, and collaboration. In 1997 it is not just a "nice thing to do" to want users to gain promptly and conveniently the information, services, and materials they need; it is rather an imperative for the continued success of libraries. The traditional role of the library in the academy is crucial to the scholarly process that advances knowledge and enriches the culture. Libraries must succeed in order to continue to receive a mandate for that traditional function. Yet

to be successful means to embrace change that comes rapidly and from unexpected places and to keep that all-important user uppermost in the institutional culture that forms goals.

In 1996-97 the UTK Libraries embraced change and performed remarkably well, in a year of lesser financial support, to bring to the users what they needed. The successes of the year speak well of the effort of the Libraries' faculty and staff; but that effort would have been seriously thwarted if the University administration had not found additional resources to help meet the overwhelming challenge of rising serials costs. Credit for the year's work must be, therefore, widely shared.

The UTK Library Record is a publication of the University of Tennessee, Knoxville Libraries, 1015 Volunteer Blvd., Knoxville, TN 37996-1000. Joe C. Rader is editor; Martha Rudolph is assistant editor. Questions or comments should be directed to Library Outreach (phone: 423-974-4273; e-mail: jcrader@utk.edu).

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